
Monica R. Shephard



Deputy Director Joint Concept Development & Experimentation United States Joint Forces Command

Ms. Shephard is currently the senior civilian responsible for joint concept development and experimentation (JCD&E) at United States Joint Forces Command, the Unified Command Plan designated lead across the Department of Defense. Concept development and experimentation responsibilities include oversight of the JCD&E Enterprise which includes all Combatant Commands and Services concept and experimentation efforts, collection and analysis of war fighting challenges, development of joint operational and integrating concepts, capabilities and solution identification. Ms. Shephard serves as the Commander's Senior Civilian Advisor for the management of Senior Executive Service cadre and the civilian workforce. She is an active member of numerous civilian and executive work force committees. She serves on the Defense Executive Advisory Board, DoD's Joint Analytic Data Management Steering Committee, and DoD's Modeling and Simulation Steering Committee. She has been designated a National Security Professional.

Ms. Shephard attended the University of Maryland, College Park, where she earned a bachelor's of science in civil engineering and a master's of science in engineering. Following graduation, she began her professional career with the Virginia Department of Health as District Engineer for water and wastewater systems and environmental programs. From 1981 through 1994, Ms. Shephard held increasingly responsible positions at the Atlantic Division, Naval Facilities Engineering Command; Navy Public Works Center, Norfolk; and the Naval Weapons Station, Yorktown, Virginia. Her work experiences span the full range of facilities management and environmental oversight. In 1995, Ms. Shephard was appointed Special Assistant to the Commander in Chief, U.S. Atlantic Fleet. Working with communities, businesses, state and federal government agencies, she established strategic alliances to address infrastructure needs. She was instrumental in establishing programs to expand home ownership opportunities for military family members and to privatize military family housing.

In July 1996, Ms. Shephard was appointed to the Senior Executive Service and assigned as Deputy Director, Shore Activities Readiness, U.S. Atlantic Fleet, and Deputy to the Commander, Shore Activities Atlantic. She managed annual shore station resources of almost \$2 billion and more than 12,000 people. In 1997 she was appointed as the Director, Shore Activities Readiness. In 1998, Ms. Shephard was assigned as the Director, Command, Control, Communications, Computer, and Combat Systems, U.S. Atlantic Fleet, and Director, Command, Control, and Computers, Commander West Atlantic, Supreme Allied Commander, NATO. In these positions, Ms. Shephard managed tactical and non-tactical information systems, operational requirements, information system policies, cryptologic key material, and was instrumental in the fielding of scalable coalition architectures among Allies. In 1999, Ms. Shephard accepted additional duties as Director, Task Force Web, reporting to the Vice Chief of Naval Operations. She collaborated with the Department of the Navy Chief Information Officer and the Navy's Systems Commands to craft a detailed vision of a web-enabled, network enabled Navy. During these Senior Executive Service assignments she was often called upon to lead and successfully executed major reorganizations.

In Aug 2004, Ms. Shephard transferred to the U.S. Joint Forces Command, as the Director, Prototype Pathway, where she led a team of scientists, military officers, operational experts and technologists focused on solving difficult operational issues and identifying future capabilities, processes and organizational structures. Joint Forces Command prototypes were fielded throughout the world and were instrumental in the establishment of global collaboration networks. She was responsible for multi-national and interagency experimentation, organizational constructs, and capability prototypes. In 2006, Ms. Shephard was named the Director, Innovation Group, and her portfolio expanded to include the full spectrum of Joint Futures Laboratory capability and solutions development. She was appointed Deputy Director, Joint Concept Development and Experimentation, in April 2008.

Ms. Shephard holds a master's of science degree in engineering from the University of Maryland. Her thesis, consisting of original research, was published twice. She is a graduate of the Naval Facilities Engineering Command Executive Development Program and the Department of Defense Executive Leadership Development Program. Ms. Shephard is a registered Professional Engineer in the Commonwealth of Virginia.

Ms. Shephard's awards include the Presidential Rank of Meritorious Executive 2007, the Navy Superior Civilian Service Award, POST/Newsweek FOSE Award (2004), Federal Computer Week FED100 Award (2004), Navy eGov Award (2003), the President's Council on Year 2000 Conversion Medal, and numerous letters of commendation.